Community Living British Columbia

2013/14 - 2015/16 Service Plan

February 19, 2013

COMMUNITY LIVING BRITISH COLUMBIA

BRITISH COLUMBIA

Contact CLBC

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Website	www.communitylivingbc.ca/

Important Links

2011 - 2012 Annual Report	www.communitylivingbc.ca/wp-content/uploads/CLBC-2011-2012-Annual-Report1.pdf
Community Living Authority Act	www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_04060_01
Glossary of Commonly Used Terms	www.communitylivingbc.ca/policies_and_publications/documents/SPGlossary2013.pdf
Ministry of Social Development	www.gov.bc.ca/hsd/
Government Letter of Expectations	www.communitylivingbc.ca/about/governance/board/documents/GLE_2013-2014.pdf
2012 / 13 – 2014 / 15 Strategic Plan	www.communitylivingbc.ca/policies_and_publications/documents/CLBCStrategicPlan.pdf

Letter from the Board Chair to the Minister Responsible

February 19, 2013

The Honourable Moira Stilwell, M.D.
Minister
Ministry of Social Development
Province of British Columbia

Dear Minister Stilwell,

On behalf of the Community Living British Columbia (CLBC) Board of Directors, I am pleased to present our 2013/14 – 2015/16 Service Plan.

Denise Turner,
CLBC Board Chair

Over the next three years, CLBC will focus on providing high quality supports and services. To help achieve this, we will strengthen our relationships with government partners including the Ministries of Social Development, Children and Family Development, Health, and Education. We will look for opportunities to partner with people and organizations not traditionally associated with the community living sector. We will also focus on refining policies and practices to build a more resilient and sustainable service delivery system.

Last year, the Provincial Government initiated a number of reviews to examine community living concerns about CLBC's response to individuals and families, and what might be done to create a more integrated and responsive service delivery system. CLBC is committed to being an integral part of a government-wide approach to address the needs of adults with developmental disabilities.

CLBC's priority in the second half of 2013/14 will be to work closely with the Ministry of Social Development to make changes that are needed in our approach, and to support changes occurring in government that will result from implementing recommendations made in the *Improving Services to People with Development Disabilities* report.

CLBC will continue our focus on responding to youth and younger families in more person-centred ways; at the same time we are also cognizant of older individuals who prefer to remain with their existing supports and services. We are committed to having individuals, and their families, at the centre of decision-making and supporting their needs and goals within available funding. CLBC is also actively promoting a quality assurance culture. For example, we have implemented a more streamlined, person-centred Complaints Resolution Process that was revised in response to stakeholder feedback. Steps have also been taken to ensure individuals and families know who to contact when they need assistance.

CLBC is also focusing on ensuring that opportunities for employment are enhanced for the people we serve. As with most citizens, work is a primary gateway for people with developmental disabilities to the many benefits that active and contributing citizens enjoy.

Value for money spent will be supported by fully implementing contract management and monitoring systems and through the use of individualized funding and direct payments. Ongoing enhancements to our information management system will help with tracking and reporting cost-effective options.

Improvements to CLBC's policies, practices, business processes and management information systems will be ongoing. It is a challenge for staff to meet day to day operational requirements while learning new skills and practices to support these improvements. To address this, staff is being actively supported through a coordinated approach to training that will help staff better support the objectives set out in CLBC's new three-year Strategic Plan.

Exploring new service delivery approaches challenges conventional thinking and practice. CLBC is committed to sustaining stakeholder communications and support while pursuing new approaches to provide services that are more responsive, cost effective, and sustainable. Community Councils will continue to be our key partners in working with local communities to support full participation of adults with developmental disabilities. By better engaging our Community Councils, and the Advisory Committee, to provide input and feedback on CLBC initiatives and projects and communicating more proactively with our stakeholders, we can develop sector and non-traditional relationships and build support for CLBC initiatives.

We have an opportunity to leverage funding provided by the Province to create new opportunities for innovative, sustainable service delivery. This includes better integrating government programs with community, philanthropic and business sector initiatives and programs, and enhancing employment opportunities. However, CLBC is facing a number of significant risks. Service demand is increasing while government is experiencing real fiscal challenges; this creates concerns about longer term sector sustainability. CLBC recognizes that solutions cannot be achieved entirely by more funding and that government alone cannot meet the needs of all people with a developmental disability in BC that require support.

The shared goals of participation, employment and citizenship articulated in our Strategic Plan present an opportunity for CLBC and its partners to work more collaboratively.

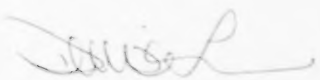
The Board is confident that CLBC with its skilled and committed staff and leadership team, together with our dedicated volunteers and many community and government partners, will achieve the objectives set out in this Service Plan.

Accountability Statement

The 2013/14 – 2015/16 CLBC Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. I am accountable for the contents of the plan, including what has been included and how it has been reported.

All significant assumptions, policy decisions, events and identified risks, as of February 19, 2013 have been considered in preparing the plan. The performance measures are consistent with CLBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of CLBC's operating environment, forecast conditions, risk assessment and past performance.

Yours truly,



Denise Turner
Chair, Board of Directors
Community Living British Columbia

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1. Overview of Community Living British Columbia

Community Living British Columbia (CLBC) is a Crown agency that funds supports and services that meet the disability-related needs of two groups of eligible individuals and their families in British Columbia.

- Adults diagnosed with a developmental disability
- Adults diagnosed with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning

This 2013/14 – 2015/16 Service Plan sets out the approach CLBC will use to manage the delivery of supports and services using financial resources that are available in the next three years. The plan details how CLBC will be accountable for its performance by outlining the strategies to achieve its goals and by identifying how progress will be measured. Development of this Service Plan has been guided by:

- CLBC's Board of Directors and senior management team
- CLBC's 2012/13 to 2014/15 Strategic Plan
- Crown Agencies Resource Office 2013/14 – 2015/16 Crown Corporation Service Plan Guidelines
- Government Letter of Expectations provided to CLBC by the Minister of Social Development as the Minister responsible

1.1 Enabling Legislation and Mandate

CLBC's mandate is set out in the *Community Living Authority Act*. The *Act* outlines CLBC's responsibility to develop operational policies, meet relevant standards, and manage funds and services to address the needs of eligible adults. CLBC is accountable to the Legislature through the Ministry of Social Development which is responsible for funding, establishing and communicating government's mandate, policy and priority direction to CLBC, and overseeing the organization's performance.

1.2 Vision, Mission and Values

CLBC's vision, mission, and values statements were updated during the development of the 2012/13 to 2014/15 Strategic Plan.

1.2.1 Vision

CLBC is a recognized leader in supporting adults with developmental disabilities to live good lives in welcoming communities.

1.2.2 Mission

In partnership with our stakeholders, CLBC facilitates and manages a responsive and sustainable network of supports and services that assists adults with developmental disabilities to be full participants in their communities.

1.2.3 Values

- Respect for individuals, families, partners, and staff
- Results matter
- Excellence through innovation and knowledge creation
- Open minds
- Value for money

1.3 How CLBC Does its Work

CLBC will spend $747M in 2012/13, of which $696M or 93% will go directly to disability-related supports and services. Contracted service providers deliver a range of services that include residential (staffed residential, shared living, supported living), community inclusion (community-based, home-based, employment, skill development), and respite (contracted, direct-funded) options. Individuals and families also have access to a suite of psychological, behavioural, home maker, and support coordination services that support overall well-being.

1.3.1 Adults Served

As of December 31, 2012, CLBC had open files for 14,868 adults with a developmental disability and 468 adults with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning. Of the 14,868 adults with a developmental disability, 5,560 adults were receiving residential and community inclusion services while 798 adults were receiving supported living and community inclusion services. The majority of other adults and families were receiving community inclusion services and respite, or other CLBC services such as assistance to develop a support plan.

Of the 468 adults with fetal alcohol spectrum disorder or autism spectrum disorder, a total of 74 adults were receiving shared living and community inclusion services, 91 adults were receiving supported living and community inclusion, and 303 adults were receiving community inclusion services or other CLBC services, such as planning assistance.

1.3.2 Service Delivery

CLBC has four regions (Fraser, Interior, Vancouver Island, Vancouver Coastal and the North) which are supported by a corporate office in Vancouver. These regions are broken into 11 Quality Service Areas and managed by Quality Service Offices and one or more Community Living Centres.

Quality Service Offices are staffed by analysts who are responsible for reviewing individual support plans; allocating resources; procuring, contracting and monitoring service delivery; supporting resource development; promoting innovative support options; and ensuring crisis response capacity in the service areas. Analysts are the main point of contact for service providers.

The 40 Community Living Centres and their satellite offices are staffed by facilitators who are responsible for confirming eligibility, developing support plans, and supporting individuals and families by providing information and assistance to address issues that arise. Facilitators act as a link to informal community supports provided by families, friends and neighbors, services that most citizens use such as public transportation, and CLBC-funded support and services that assist adults to achieve their goals.

PRACTICES GUIDING CLBC'S APPROACH

- Being included in and contributing to the community enhances quality of life
- Opportunities for inclusion and contribution are increased by using the same services as citizens without disabilities, such as public transportation and recreation centres
- Informal supports provided by families, friends and neighbours can help people access the community
- Person-centred planning can help people access a range of funded supports and services that, when needed, have two primary goals:
  1) Achieving things that are important *to* the person
  2) Achieving things that are important *for* the person

Facilitators work with community partners to promote inclusion, and social, recreational, and employment opportunities for adults with developmental disabilities. They are the main point of contact for adults and families and remain involved with the approximately 10% of adults who need ongoing service coordination.

Analysts and facilitators collaborate in their day-to-day work. For example, facilitators lead in developing support plans and consult regularly with their analyst colleagues. As a result, this helps people plan with the best information available and ensures that service requests reflect an appropriate level of support within available resources. At other times, analysts and facilitators have linked responsibilities that lead to a joint response; for example, when implementing funded supports. Analysts and facilitators are co-located where feasible and utilize various forms of communication, such as telephone and video conferencing to collaborate.

Recognizing and supporting individual and family capacity is central to CLBC's practice. Facilitators, supported by analysts, assist individuals and families to identify strengths and develop personal goals to help meet their needs, and support them to resolve problems. This process maintains self-reliance, dignity and independence. This work is supported by the CLBC-funded Family Independence Fund which provides one-time only grants to eligible families for home renovations or vehicle modifications to help keep their children and young adults at home. As of December 31, 2012 the Fund, which is administered through the Giving in Action Society. has issued 804 grants valued at $27.9M.

The safety of those served is of primary importance to CLBC. As a designated agency under the *Adult Guardianship Act*, CLBC responds to allegations of abuse and neglect. Other formal CLBC safeguards include standards, monitoring, licensing, external reviews and a Complaints Resolution Process that has been revised in response to stakeholder feedback to make it more streamlined and person-centred. CLBC also promotes and develops informal safeguards to support citizenship and contribution, and address vulnerabilities that adults with developmental disabilities can experience. The development of support networks has been a major focus in the past three years. A new initiative underway, Start with Hi2, will build on the successful Start with Hi program introduced in 2009. This initiative seeks to help people understand that small actions like saying "Hi" are an important first step in making connections that can foster a greater sense of safety and belonging.

CLBC's Aboriginal Advisor, supported by an Aboriginal Advisory Committee, helps CLBC respond in culturally appropriate ways to the needs of adults of Aboriginal ancestry. CLBC has also established an Advisory Committee on ageing with broad representation from community living and seniors' serving agencies that will guide CLBC's development and implementation of a strategy to support ageing individuals and their families and/or caregivers. This initiative will be linked to cross-government work being done to address Recommendation #9 of the Deputy Ministers' Review of CLBC: *to develop a three-year plan to meet the needs of the older cohort of individuals with developmental disabilities*.

CLBC operates the Provincial Assessment Centre (PAC) for people aged 14 and older across B.C. who have a developmental disability and a mental health or complex behavioural issue. The PAC is a 10 bed specialized, multi-disciplinary mental health facility in Burnaby that provides in-patient assessment for up to 90 days with a six-month community follow-up.

More information about funded supports and services delivered by over 3,100 contractors, CLBC's service delivery approach, the people it serves, and the location and roles of facilitators and analysts can be found at www.communitylivingbc.ca/.

1.4 Community Involvement

Community members are key partners in fostering inclusion as they facilitate access to supports and services that most citizens use; this helps adults with developmental disabilities meet their unique needs. CLBC's community engagement practices also help develop strong relationships in B.C.'s communities. Together, CLBC and community members create opportunities for adults with developmental disabilities to participate in all facets of community life and to develop friendships.

CLBC achieves meaningful engagement with communities in the following ways:

1.4.1 Community Councils and Advisory Committee to the Board

As an extension of CLBC, 13 Community Councils work with a wide range of community partners to support full participation of adults in community life. Council membership includes adults with developmental disabilities, family members, service providers and citizens from all walks of life. Councils also provide feedback on CLBC-sponsored projects and initiatives at the local, regional and provincial level. In response to a Task Force report that focused on improving the working relationship between Community Councils and CLBC, work is underway to enhance information sharing and share best practices. This will support Community Councils' sustainability and maximize the value they bring to CLBC and the people it serves.

The *Community Living Authority Act* requires CLBC to establish an Advisory Committee to CLBC's Board of Directors. This Committee consists of an adult with a developmental disability or a family member from each of the 13 Community Councils. As a link between communities and the Board, the Advisory Committee assists the Board by ensuring two-way communication between Community Councils and the Board and recommending improvements to policy and practice for Board and staff consideration. More information about Community Councils and the Advisory Committee to the CLBC Board of Directors can be found at www.communitylivingbc.ca/.

1.4.2 Communicating with Stakeholders

CLBC communicates with stakeholders about issues of mutual interest through newsletters, Facebook, Twitter, website updates and targeted focus groups. Input on important policy and practice issues is gathered by using forums and working groups. For example, CLBC obtained input from more than 700 people including individuals, families, service providers, employers, and Community Council and Advisory Committee members in developing its three-year community action employment plan.

The Board meets bi-monthly, and twice each year holds their meetings outside the Lower Mainland. Meetings are open to the public and the Board minutes and the annual meeting schedule are posted on CLBC's website. Stakeholders, including adults with developmental disabilities, family members and service providers, are able to ask questions and make presentations. At the scheduled meetings outside the Lower Mainland, the Board also meets with Community Council members, and hosts public receptions where community members can interact with Board members. Senior management team members also make regular presentations to stakeholders throughout B.C. on CLBC's roles and activities.

1.4.3 Consumer Satisfaction

An independent contractor conducts an annual satisfaction survey for CLBC with 1,200 individuals and those who support them. Results are used by CLBC to address areas that require improvement. Four survey questions (pages 23 and 24) are included as performance measures in this Service Plan. Accredited service providers funded by CLBC also conduct, and respond to, yearly satisfaction surveys.

1.5 Why CLBC's Work Is Important

CLBC and its extensive network of contracted service providers provide a wide range of supports and services that help adults with developmental disabilities, along with their families and communities, in a number of important ways, including:

- Supporting adults to participate in community life and play important roles as citizens, such as employee, friend, and neighbour
- Meeting the disability-related needs of adults with developmental disabilities in B.C.
- Helping families remain together
- Enhancing safeguards for adults in collaboration with families and community partners

Adults and their families also receive services from government ministries including Social Development, Children and Family Development, Health, and Education. For example, most people served by CLBC receive the monthly $916 Persons with Disabilities Benefit from the Ministry of Social Development, medical coverage (e.g., dental and optical), and in many cases supplemental assistance including medical equipment and supplies. CLBC services are provided in addition to these base public services.

2. Government Letter of Expectations

Government provides annual direction to CLBC in a Government Letter of Expectations (GLE) which is an agreement on the parties' respective accountabilities, roles, and responsibilities. The GLE also confirms CLBC's mandate and priority actions, and articulates key performance expectations documented in the Shareholder's Expectations for British Columbia Crown Agencies. The GLE forms the basis for the development of CLBC's Service Plan and Annual Service Plan Report. It is reviewed annually and updated as required. The GLE can be found at www.communitylivingbc.ca/about/governance/board/documents/GLE_2013-2014.pdf.

Government's expectations of CLBC have changed substantially from previous years. There is now a focus on being more responsive to the needs of individuals and families through the creation of an integrated service delivery system, improved transition planning, and increased collaboration and communication among CLBC and the other government ministries that make up the province's system of supports for adults with developmental disabilities and their families. The changes in the GLE are expected to result in real, positive transformations in the way government and CLBC work together to support individuals and their families.

Government's key directions and the specific actions CLBC is taking to align with these directions are summarized in the table below.

DIRECTION	CLBC ALIGNMENT
Continue to implement recommendations to address key challenges and opportunities identified through the Ministry of Finance Internal Audit (IAAS) report and government's *Improving Services to People with Developmental Disabilities* report. This includes working with MSD and Ministry of Health to assess and model needs of the older cohort of individuals with developmental disabilities and develop a three-year plan to meet those needs and ensure early planning with families.	In response to the IAAS report, measures are being taken to enhance Request for Service List data quality. The *Conflict of Interest Policy*, part of a robust risk management approach to protect CLBC's integrity, has been updated to further address the interests of individuals supported by the organization, and the public interest. In response to the *Improving Services to People with Development Disabilities* report, CLBC participates on the multi-ministry "Services to Adults with Developmental Disabilities" Steering Committee (STADD) which is mandated to make recommendations on a "one government" approach to service delivery. CLBC staff also took an active role in inviting participants to community engagement sessions held in the fall on the new service delivery model that were led by MSD, and assisted with organization and facilitation. Job opportunities are being enhanced by a three-year employment action plan with multi-year targets, which also increases our emphasis on supporting transitioning youth. Funding provided by government was used to allocate a minimum of $2,800 annually to families of transitioning youth for respite services, or an equivalent amount of money where another service is preferred. CLBC regions are tracking service needs and responding to additional request for support and services. CLBC is reviewing its individualized funding (IF) policies and refining them as needed to increase accessibility and use of this funding option. This will include developing a family governance policy that will allow families to pool their IF funds. CLBC is also working with MSD and Ministry of Health to assess and model the needs of older adults with developmental disabilities and develop a three-year plan to meet those needs and ensure early planning with families.

DIRECTION	CLBC ALIGNMENT
Assist MSD to finalize the CLBC/MSD Accountability and Performance Framework that will identify government's expectations of CLBC in terms of deliverables, outputs and expected outcomes, focusing on any changes in service delivery and related outcomes.	CLBC is working with MSD to complete an accountability and performance framework. CLBC continues to report on key performance indicators in the current framework that was developed in partnership with MSD. The existing contract management system and monitoring framework being implemented will identify ways to ensure that available resources are being used efficiently and delivered services are of a high quality. The framework also provides CLBC with the information it needs to report on achievement of goals and objectives. CLBC will expand use of the *My Life: Personal Outcomes Index* ™ survey from two regions (Fraser and Vancouver Coastal) to a third (Interior) to measure quality of life outcomes in the areas of independence, social participation, and well-being for adults using CLBC-funded supports and services. Data will be used by service providers to enhance their continuous quality improvement strategies and by CLBC to inform its policy and practice direction.
Continue as an active participant with MCFD and MSD, and with other agencies to implement the provincial youth transition protocol for effective shared responsibility for a seamless transition of services for young people with special needs as they mature and become eligible for adult services.	CLBC is one of eight government organizations that signed a cross-ministry transition planning protocol which focuses on supporting youth with special needs and their families as they transition to adulthood. As part of its commitment to shared responsibility for this group of individuals, CLBC will continue to be an active participant with the Ministry of Children and Family Development, the Ministry of Social Development, and other agencies in implementing the provincial youth transition protocol. This collaboration will support a seamless transition of services for young people with special needs as they mature and become eligible for adult services. CLBC participates in work led by MSD to inform implementation planning underway to improve youth transition services – a key recommendation in government's *Improving Services to People with Developmental Disabilities* report. CLBC is also working with MCFD to implement the recommendations of the MCFD Residential review. This will achieve smoother transitions for youth transitioning to CLBC adult residential services.
Work collaboratively with MSD to develop and deliver services consistent with the annual service funding agreement with MSD and in a manner that continues to realize service efficiencies and to address priority requests for service.	CLBC is committed to delivering innovative, cost effective services while addressing priority requests for supports and services. CLBC's goal is to increase opportunities for employment, and contribution for the people it serves. CLBC is also taking steps to increase transparency about timeliness of service access and the degree of need or urgency associated with requests. This work is supported by an innovation framework being developed with stakeholders that will identify how innovations can be supported, promoted and replicated to address sector challenges. This is linked to work on innovation led by MSD. As well, CLBC participates in various projects undertaken by our community partners and external stakeholders who are committed to advancing community inclusion and belonging through innovation. CLBC staff focuses on ensuring that services are aligned with people's current disability-related needs and that people gain access to the same services any community member would use, as well as the informal supports provided by family, friends and neighbours.

DIRECTION	CLBC ALIGNMENT
Improve decision making and communication with individuals and families and reaffirm that CLBC's first priority is the individuals and families it serves.	CLBC is committed to placing individuals at the centre of decision-making and supporting their needs and goals within available funding. CLBC has taken steps to ensure individuals and families know who to contact when they need assistance. CLBC is also actively promoting a quality assurance culture. Examples include: • A Commitment Document, that will be prominent in all CLBC offices, will introduce a promise of quality service standards that stakeholders can expect in their dealings with CLBC • A more streamlined, person-centred Complaints Resolution Process • An external review of home sharing is focusing on training, safety, monitoring and quality of life issues, and recommendations from a 2012 Coroner's report • Improvements are being made to the PARIS information management system to better document and track critical incident reports in CLBC's contracted services • An updated policy that encourages reporting of irregularities and protects the identity of whistleblowers Responsibility for completing the Guide to Support Allocation (GSA) is being transferred from analysts to facilitators. This will allow facilitators to inform individuals and families about the level of support that they will likely be eligible to receive prior to starting the planning process. This will help streamline planning and reduce uncertainty about what individuals and families might expect to receive. This transfer of responsibility will be completed by March 31, 2013. CLBC will fully implement its Procurement and Contracting Policy which formalizes individual and/or family preference by March 31, 2013. This new approach enables individuals and families to have a much larger role in choosing their own pre-qualified service providers. This policy reflects feedback from individuals, families, service providers, and CLBC staff and complements other innovative procurement measures CLBC has introduced, including direct and host agency individualized funding. CLBC will continue to improve communication with individuals and families, as well as service providers and community partners about appropriate arrangements for residential and community inclusion supports. Where an individual needs to move from a staffed residential home (for example if a service provider no longer wishes to operate the home; the home is structurally unsuited to the individual's changing needs; or health and safety concerns cannot be effectively addressed), CLBC will take time to properly inform the person and their family to ensure that there is a shared understanding of the situation, and clarify why relocation is necessary and how the individual's needs will be met in the new location.
Work with MSD to adopt the Integrated Case Management system as CLBC's information system.	In conjunction with Deloitte Consulting, CLBC has completed a fit-gap analysis and presented the findings to MSD for evaluation. CLBC is working with MSD on an implementation schedule.
Action planned on climate change and carbon neutrality.	CLBC contributes to government's climate change adaptation agenda in a number of important ways. A Go Green Committee meets bi-monthly by teleconference and monitors implementation of a climate action work plan. Go Green staff leads in field offices audit and encourage environmentally friendly, sustainable work practices.

3. Corporate Governance

3.1 Board of Directors

CLBC Board Chair - Denise Turner		
Directors		
Mark Duncan	Norah Flaherty	Darryl Harand
Elizabeth Hunt	Arn van Iersel	Roberta Kjelson
Ernest Malone	Jan Marston	John McCulloch

3.2 Board Roles

The primary role of the CLBC Board of Directors is to provide governance. Responsibilities include strategic planning; risk management; monitoring organizational and management capacity; internal controls; ethics and values; and communication.

3.3 Board Committees

3.3.1 Quality and Service

The Quality and Service Committee supports CLBC's community engagement, citizenship and inclusion mission and helps the Board fulfil its responsibilities to ensure the quality of, and equitable access to, funded services.

Chair: Norah Flaherty; **Members**: Darryl Harand; Arn van Iersel; Roberta Kjelson; John McCulloch; Ex officio: Denise Turner

3.3.2 Governance and Human Resources

The Governance and Human Resources Committee provides a focus on governance to help enhance CLBC's performance and assists the Board in fulfilling its obligations relating to human resources, including compensation, performance, succession planning and safety matters.

Chair: Jan Marston; **Members**: Ernest Malone; Elizabeth Hunt; Mark Duncan; Ex officio: Denise Turner

3.3.3 Finance and Audit

The Finance and Audit Committee assists the Board to fulfil its oversight of finance and audit matters, including reviewing financial information provided to government or made public, strategic financial plans, operating and capital budgets, external and internal audit activities, the system of internal controls, risk management and information, and investment management activities.

Chair: Arn van Iersel; **Members**: Ernest Malone; Mark Duncan; John McCulloch; Ex officio: Denise Turner

3.4 Board Governance

Board governance is consistent with government's mandate and policy direction and ensures compliance with financial and other applicable policies and legislation. The Chair is the key link to government and advises the Minister of Social Development on issues that impact CLBC. The Board supervises the Chief Executive Officer (CEO) who is responsible for ensuring that appropriate policies, procedures and business practices are established and adopted.

Under the *Community Living Authority Act*, the Board may consist of up to 11 Directors with the skills, qualifications and experience necessary to govern effectively. The Board's Director Position Description clarifies Directors' duties and sets out how the Board expects Directors to conduct themselves in their work. In discharging his or her responsibilities, each Director shall:

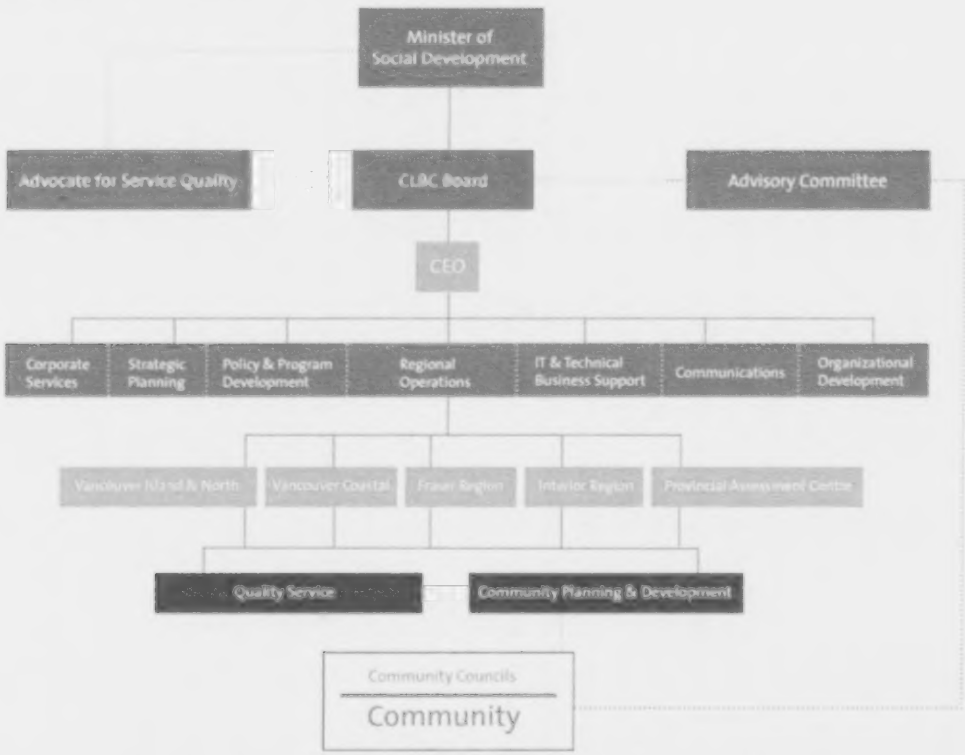
- Act honestly and in good faith with a view to the best interests of CLBC
- Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances

In keeping with these standards, a Director is required to:

- Act in the best interests of CLBC and not in his or her self-interest or in the interest of a particular group or constituency
- Avoid potential, perceived or actual conflicts of interest that are incompatible with service as a Director, and disclose any personal interests that may conflict with the interests of CLBC
- Keep confidential any information about CLBC that has not been publicly disclosed, including Boardroom discussions
- Comply with applicable CLBC corporate policies, including the Board's Code of Conduct
- Comply with the *Community Living Authority Act*, regulations under the *Act*, and associated bylaws

CLBC's Board governance policies and practices are fully compliant with the *Best Practice Guidelines February 2005* issued by the Crown Agencies Resource Office. Disclosure statements, which include terms of reference for the Board of Directors and its committees, the Board Chair and the CEO, Directors' biographies and attendance records, the number of Board and committee meetings held, and Board minutes, can be found at www.communitylivingbc.ca/about/board-of-directors/.

3.5 CLBC Organizational Structure



The table below presents the contributions from the Province and the related restrictions, to arrive at the Operating Contributions reported on the Statement of Operations.

Contributions from The Province

$ millions	2011/12 Actual	2012/13 Budget	2012/13 Forecast	2013/14 Budget	2014/15 Plan	2015/16 Plan
Voted Approriation						
Base Funding[1]	673.6	698.5	698.5	698.5	698.5	698.5
Personalized Supports Initiative	7.4	10.3	10.3	10.3	10.3	10.3
Youth Transition and Employment[2]		10.0	7.1	20.0	30.0	30.0
	681.0	718.8	715.9	728.8	738.8	738.8
Access to Contingencies						
MPP Funding	7.7	-	-	-	-	-
Caseload Growth	6.0	12.0	12.0	12.0	12.0	12.0
Total Government Transfers	694.7	730.8	727.9	740.8	750.8	750.8
Restricted Contributions - Operating	(2.4)	1.3	4.2	0.5	-	-
Restricted Contributions - Capital	(4.8)	(2.0)	(2.0)	(2.0)	(3.6)	(3.1)
Operating Contributions	687.5	730.1	730.1	739.3	747.2	747.7

Note 1 Effective in 2012/13, $10 million in annual MPP funding is included in Base Funding

Note 2 Government will provide this funding to the Ministry of Social Development who will work with CLBC and other Ministries to continue to implement youth transition, employment and other services in the sector

6.2 Cost Sharing Agreements

Cost sharing agreements with B.C. Health Authorities offset CLBC's costs associated with providing services to individuals with developmental disabilities who are also eligible for Extended Care supports.

6.3 Contracted Services

Supports provided to individuals and their families through contractual arrangements with service providers across the province represent ongoing commitments of financial resources. When supports are introduced part way through a fiscal year the annualized cost in the following year is higher.

CLBC's regional management monitors budgetary commitments on a multi-year basis, taking into account the impact of the support commitments in both the current and following fiscal year.

Regional management monitors contracts on a continuous basis, and works with service providers to ensure that supports provided are appropriate to each person's disability-related needs and are delivered in the most cost-effective manner.

Any savings realised from these processes, or through individuals being discharged from service, are re-invested to provide required support increases to the existing population served and provide new services to eligible individuals registering for service within the year.

3.6 CLBC Senior Management Team

Interim Chief Executive Officer - Doug Woollard		
Vice Presidents**	**Directors, Regional Operations**	**Directors**
Carol Goozh - Policy and Program Development **Richard Hunter** - Corporate Services **Jack Styan** - Strategic Initiatives **Position vacant** - Organizational Development	**Jai Birdi** (Acting) - Fraser Region **David MacPherson** - Vancouver Island & the North **Lynn Davies** - Interior **Sharon Rose** (Acting) - Vancouver Coastal	**David Hurford** - Communications **Stacey Lee** – Human Resources **Brian Salisbury** - Strategic Planning **Ian Scott** (Acting) - IT and Technical Business Support

**Vice Presidents are equivalent in status to Assistant Deputy Ministers.

4. Strategic Context

CLBC must address key risks and challenges associated with growing demand to successfully achieve its mandate. Many other jurisdictions providing similar supports and services to those funded by CLBC are also experiencing these same risks and challenges.

Services and resource allocation tools used to support adults with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning (through the Personalized Supports Initiative) are similar to those used with adults with developmental disabilities; however, the level of demand and mix of services continue to be defined for this group. Therefore, information presented below on the number of individuals requiring support and service demand focuses on adults with developmental disabilities.

4.1 Demographic Factors Influencing Service Demand

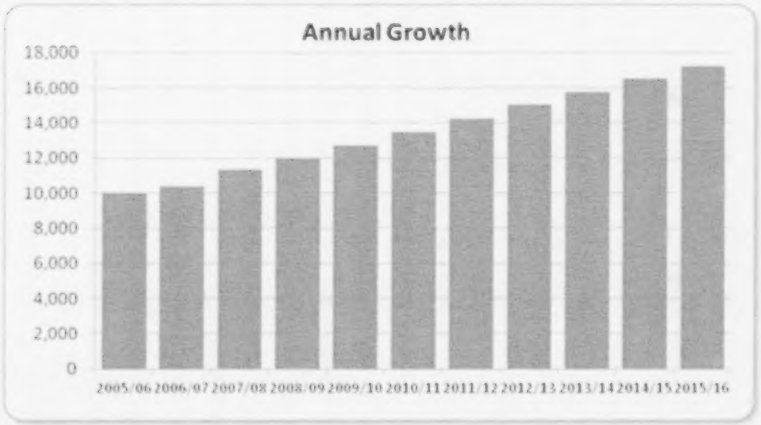
CLBC's goal is consistent with that of government in terms of ensuring individuals and families have the support they need to lead full lives. Demographic pressures and technology gains drive demand for CLBC services, much as they do in health care. With more children surviving to adulthood, an ageing population and increasing public expectations, caseload and service expectations have increased each year. Significant factors include:

- **Increasing population served** - Technology and health services extend life expectancy of adults with developmental disabilities. As a result, the overall population served by CLBC is increasing
- **Increased service requirements with age** - As adults age, their needs change and more supports may be required to live in the community, or they may need to access residential services
- **Earlier onset of age-related needs** - The onset of health and capacity issues become evident up to 20 years earlier for some adults served by CLBC; for example, adults with Down syndrome may experience early onset of age-related dementia. In the next five years, CLBC's 45-64 age group is projected to increase by 13%. As part of the Services to Adults with Developmental Disabilities project, CLBC will work with MSD and the Ministry of Health to assist in developing plans to respond to these evolving needs
- **Increasing age of family caregivers** - The capacity to cope with adults living at home diminishes as family caregivers grow older. The result is in an increasing number of adults requiring support, some of whom have never had prior contact with CLBC

- **Youth turning 19** - CLBC is experiencing increased parental expectations for community inclusion and employment support for youth turning 19. This results from increased awareness of youth with special needs in the school system, greater visibility of funded services due to CLBC's creation, and CLBC's emphasis on youth transition planning in accordance with government's transition protocol. These expectations are different from older adults who have typically used traditional day programs

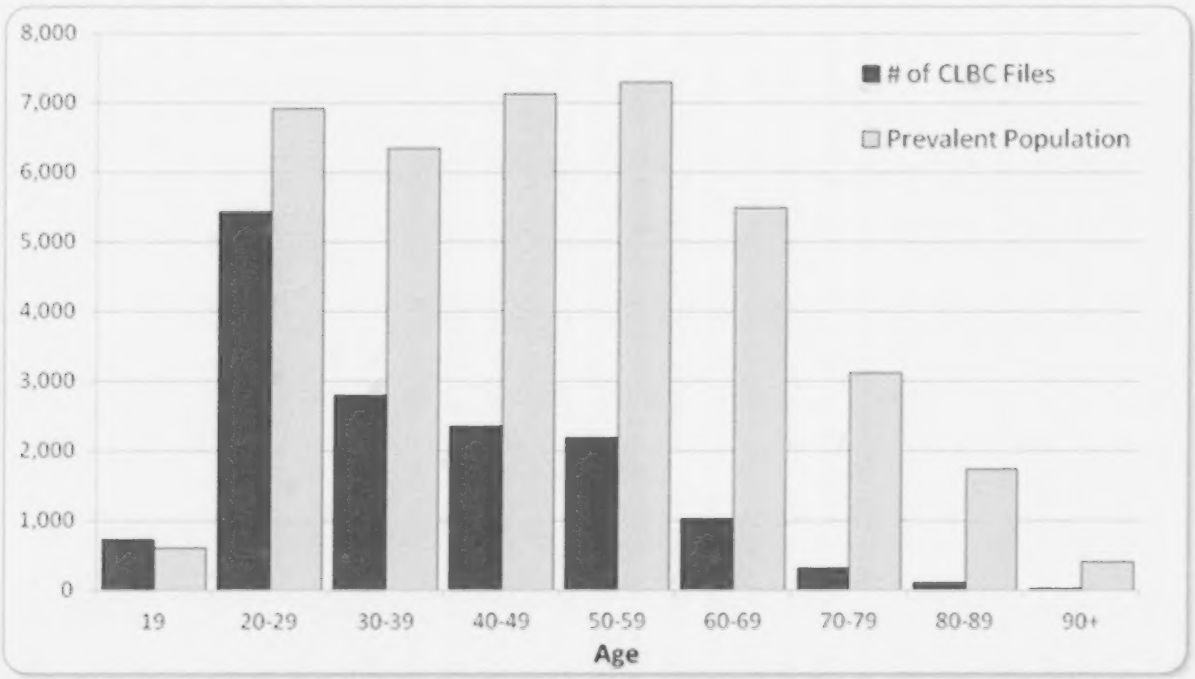
4.2 Anticipated Caseload Growth

It is projected that 15,044 adults with developmental disabilities will be registered with CLBC by March 31, 2013. This figure represents a growth of 5.6% in the present fiscal year and a 32.5% growth rate over five years.



As illustrated by the graph to the right, the annual rate of growth is expected to decline only slightly over the next several years.

The age distribution of adults served by CLBC, compared with the prevalence rate (1.05%) of adults with developmental disabilities in B.C.'s general population, is presented in the table below. This rate is an estimate based on an internationally accepted definition of developmental disability used by the World Health Organization.



Increased service demand for 2012/13 involves 683 youth turning 19. This is 1.17% of the provincial population of 19 year-olds (compared to 1.13% in 2011/12 and 1.02% in 2010/11) and exceeds the 1.05% prevalence rate. The number of youth turning 19 projected to register with CLBC for 2013/14 to 2015/16 is 1.10% of the provincial population reflecting the upward trend and this is a significant cost driver for CLBC.

Many older, potentially eligible adults may live independently or be supported by family without receiving supports and services from CLBC. As these individuals and their family caregivers grow older, many can be expected to require services. As seen in the table below, the caseload growth due to new adults over age 19 registering with CLBC is forecasted to be 300 in 2012/13 and the next three years. This is equivalent to the average number over the last four years.

Individuals with Developmental Disabilities Registered for Service

	Actual				Forecast	Projections		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Individuals Eligible at year end	**12,015**	**12,715**	**13,481**	**14,241**	**15,044**	**15,788**	**16,523**	**17,241**
% Increase in the year	*5.8%*	*5.8%*	*6.0%*	*5.6%*	*5.6%*	*4.9%*	*4.7%*	*4.4%*
Change in Eligible Individuals								
# Children Turning 19	534	577	631	662	683	624	615	599
# New "older" adults registered	316	303	279	302	300	300	300	300
Total New Eligible Adults	**850**	**880**	**910**	**964**	**983**	**924**	**915**	**899**
Less: Discharges	(191)	(180)	(144)	(204)	(180)	(180)	(180)	(180)
Net change in Individuals	**659**	**700**	**766**	**760**	**803**	**744**	**735**	**719**

4.3 Responding to Changing Individual and Family Needs Within an Integrated and Sustainable Model

Changes in the needs of individuals will increase or decrease over time depending on the influence of the following factors: a person's health, their age, family involvement and support, and receiving the right services in a timely way. CLBC works with service providers through its contracting process to align supports and services with each person's disability-related needs.

Improving personal outcomes and increasing sustainability over time will be realized by developing flexible approaches that meet expectations of individuals already receiving supports and services, and innovating and creating new services and supports which meet the expectations of younger adults entering the system. To help achieve this, CLBC is enhancing its information management system and business processes to provide more useful and reliable information that clearly identifies current requirements versus future needs, distinguishes assessed needs and individual/family requests, and improves the ability to link service needs with funding requirements.

Youth require supports and services to achieve their goals around work, independent living arrangements and friendships; these costs are substantially less than the cost of housing an individual in a staffed residential setting.

However, population growth does not tell the whole story. Most young adults qualifying for CLBC supports and services are not seeking the same lifestyles that were provided to older adults when they turned 19 or left an institution. Today's young adults have grown up being included in the public school system, and they want jobs, friends in the community, and a place of their own. For transitioning youth who aspire to independent living and want to work, CLBC, and government more broadly, are striving to be more flexible in their response to the different needs that present and offer more individualized choices to individuals and their families to meet these needs. This has been a key area of focus for the multi-ministry Services to Adults with Developmental Disabilities Steering Committee (STADD). At the same time, CLBC is aware that many older individuals prefer to remain with their existing supports and services and will work with MSD and the Ministry of Health through the STADD Committee to assess and model the needs of this older cohort.

As part of its commitment to a government-wide approach to address the needs of adults with developmental disabilities, CLBC will work collaboratively with the Ministries of Social Development, Children and Family Development, Health, and Education to improve integration and coordination of supports and services.

As well, and as noted in the *Improving Services to People with Developmental Disabilities* report, greater consistency and clarity of needs assessment and planning for individuals and their families will be achieved by implementing a more consistent way to use assessment information across the Ministries of Children and Family Development, Health, Education, and Social Development, along with CLBC.

CLBC recognizes that cross-Ministry collaboration is the most effective way to respond to the diverse needs of adults served. CLBC will be an active participant working together to harmonize the transition from youth to adult services to lessen the impact on individuals and their families. It is also committed to changing and improving services to ensure individuals with developmental disabilities have the supports they need, when they need them, to lead full rich lives.

4.4 Personalized Supports Initiative

Adults diagnosed with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning, are eligible for CLBC-funded support through the Personalized Supports Initiative (PSI). These adults can require various types of services for their lifetime that are based on their disability-related needs. A steady growth in annual expenditures is anticipated as the caseload increases.

As this is a relatively new group of individuals, CLBC is monitoring eligibility applications and service responses to inform future caseload forecasting and program planning. As of December 31, 2012 a total of 468 eligible adults are registered with CLBC and that number is anticipated to increase to over 500 by this fiscal year end and by about 170 individuals annually thereafter.

Tools used for resource allocation and budget management are similar to those used for adults with a developmental disability. This initiative provides opportunities for promising practices to shape how adults with developmental disabilities are served. For example, CLBC collaborates with the Provincial Health Services Authority and the Ministries of Social Development, BC Housing, Health, and Justice to screen inmates for Fetal Alcohol Spectrum Disorder prior to their release from three BC correctional centres. Once they are released, community agencies provide needed support.

CLBC is also continuing an action research project to inform PSI program development. This includes collecting information from individuals supported, families, service providers, staff and experts, and revising policy and practice in response to the feedback.

4.5 Key Strategic Risks

CLBC employs an enterprise risk management approach that includes

- Evaluating key risks associated with specific projects
- Monitoring and reporting on agreed action plans for all significant organizational risks
- Updating CLBC's risk register on a regular basis

During 2013/14, CLBC will continue to refine its risk management approach to strengthen business and strategic planning processes.

The table on the following page provides an overview of the significant risks and opportunities that CLBC will face in the coming year, and the actions that are planned or underway to address them.

RISKS / OPPORTUNITIES	ACTIONS
Service System Responsiveness and Sustainability	
Risk • Service demand is increasing at the same time government faces significant fiscal challenges due to a global economic slowdown. Some individuals and families who require supports and services may not be served • CLBC is challenged to respond to the needs of transitioning youth and younger families in more person centred, flexible ways, while also reassuring older individuals and families their supports and services will remain in place • This situation could challenge the ability of CLBC and government to address adults' disability-related needs within available resources. If the risk to some adults increases, public confidence could be reduced	• Continue to respond to recommendations made in government's 12 point plan, for example, improving planning for transitions (Recommendation #4) and transition supports (Recommendation #6) • Better integrate government programs with community, and philanthropic and business sector initiatives and programs • Implement a three-year community employment action plan that will support individuals who want to find employment • Ensure supports and services respond appropriately to individuals' changing disability-related needs • Promote innovation across the community living sector • Utilize service plan targets to promote individualized funding and direct payments (page 23) to support the creation of more personalized, cost effective supports and services, particularly for young families seeking this type of support
Opportunity Stakeholders have an opportunity to work with CLBC to identify new approaches to provide services that are more responsive, cost effective, and sustainable, including enhancing employment opportunities.	
RISKS / OPPORTUNITIES	**ACTIONS**
Staff Capacity	
Risk • Changes to CLBC's policies, practices, business processes and management information systems are ongoing. Required training challenges staff to meet day to day operational requirements while learning new skills and practices to support these changes • Stakeholders may lose confidence in CLBC's ability to respond to the needs of individuals and families in timely and responsive ways while infrastructure changes that are foundational to a sustainable service delivery system are taking place	• Implement a project management office to coordinate the roll out of different projects and initiatives including training • Ensure communication with staff is clear about the scope and timing of changes • Facilitate regional conference calls and webinars to support in-person training • Disseminate information to field staff on key change initiatives via regional leadership teams • Appoint regional staff to act as leads on key projects and to act as a resource to fellow staff, for example, home sharing and employment
Opportunity Once these operational changes are complete, staff will have increased capacity to support the objectives set out in CLBC's 2012/13 to 2014/15 three-year Strategic Plan.	

RISKS / OPPORTUNITIES	ACTIONS
Stakeholder Support	
Risk • Sustaining stakeholder support while exploring new service delivery approaches challenges conventional thinking and practice, and may increase the likelihood some stakeholders will resist change • An inability to effectively engage with stakeholders about changes that are occurring, and will continue to occur in the community living sector, could increase existing sector tensions and resistance • Availability of resources to achieve objectives linked to increased employment and citizenship opportunities that flow from CLBC's Strategic Plan could undermine confidence in CLBC's ability to achieve its mission and vision	• Consult with stakeholders as part of the Services to Adults with Developmental Disabilities Steering Committee work plan • Support sector innovation, and recognize and support innovations developed, championed and undertaken by families and individuals (Recommendation #12 in the Deputy Minister's *Improving Services to People with Development Disabilities* report) • Better engage Community Councils and the Advisory Committee to provide input and feedback on CLBC initiatives and projects • Continue dialogue with all stakeholders on CLBC's policy direction • Address questions and concerns about service delivery issues in a timely manner • Involve stakeholders in significant Strategic Plan objectives (e.g., prioritizing employment as a focus for transitioning youth) • Obtain input from stakeholders before making operational changes • Utilize service plan targets to enhance organizational responsiveness (Page 24) and improve relationships in the community living sector, building support for CLBC initiatives
Opportunity CLBC's three-year Strategic Plan articulates a renewed commitment to address adults' participation, employment and citizenship aspirations. These shared goals with the community living sector present an opportunity for CLBC and its partners to work more collaboratively.	

4.6 Operational Capacity

Central to CLBC's capacity to address the risks and seize the opportunities above is the skill and commitment of staff. CLBC's goal is a workplace that empowers staff, supports teamwork, encourages innovation, emphasizes open communication, promotes stakeholder involvement, removes barriers to inclusion, and ensures continuous quality improvement. Staff is encouraged to provide input into policy and to share their knowledge and experience to help CLBC achieve its mandate and the highest standard of performance.

The organizational strengths and processes below will help CLBC to achieve its goals and objectives:

- CLBC encourages individual, family and stakeholder engagement in its initiatives
- CLBC has built a solid foundation upon which to make needed operational improvements
- CLBC's focus on aligning current disability-related needs to services provided helps develop person-centred, innovative responses
- CLBC collaborates with the Ministries of Social Development, Children and Family Development, Education, Health, and Advanced Education to address the needs of adults in more comprehensive and integrated ways

- The Personalized Supports Initiative provides opportunities for promising innovations to shape how adults with developmental disabilities are served
- Dialogue about new ways to serve adults with developmental disabilities and funding potentially innovative services is resulting in more cost-effective approaches
- Progress is being made in resource allocation, improving equity and access, and data collection and analysis continues to be improved to better inform organizational decision-making and future planning

The above points notwithstanding, CLBC continues to be challenged to meet growing demand for supports and services within its current service delivery model. To help address this, CLBC's organizational structure and full-time equivalent staff allocations are being reviewed. This will identify the resources required to carry out and comply with government's policy and practice expectations.

A Human Resources strategy is being developed to better align CLBC with its vision, mission, and values and quality of life outcomes. Additionally, CLBC has developed a number of staff training initiatives focussing on quality and customer responsiveness during the last year. A new orientation program has been launched to help new staff understand CLBC's values and the importance of putting individuals and families first. Safeguard training will help staff assist individuals and families to develop safety strategies and reduce vulnerability. Quality assurance training is also under development to reinforce organizational standards.

5. Goals, Strategies, Performance Measures, and Targets

Goals and performance measures for the 2013/14 – 2015/16 CLBC Service Plan are set out in the table below.

Goal 1 - SERVICE EXCELLENCE	Goal 2 - ORGANIZATIONAL RESPONSIVENESS	Goal 3 - OPERATIONAL EFFICIENCY
Adults with developmental disabilities access high quality, responsive supports and services to help them meet their needs and participate as full citizens.	**CLBC is a best practice employer whose staff work effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.**	**Supports and services needed by adults with developmental disabilities and their families are provided in a cost-effective and equitable manner.**
Performance Measures		
♦ Percentage of individuals and families who feel well supported by their service providers ♦ Number of individuals and families who purchase supports and services using individualized funding ♦ Number of families who receive direct payments for adult respite	♦ Percentage of individuals and families who feel their concerns were listened to ♦ Percentage of individuals and families who feel their concerns were addressed in a timely manner ♦ Percentage of individuals and families who feel they were provided with useful referrals and resources	♦ Percentage of annual funding used for direct services ♦ Percentage of adults who choose to receive smaller, individualized living arrangements

The goals, strategies, performance measures and targets below signify critical aspects of CLBC's performance. They establish a balance between significant financial and non-financial activities and will help CLBC achieve its mandate and the direction set by government. CLBC will report results in its 2013/14 Annual Report.

5.1 Goal 1 – Service Excellence

Part of CLBC's mandate includes promoting choice and innovation in how needed supports and services are delivered, and assisting adults to achieve maximum independence while living full lives in their communities. Supports and services that are individualized and responsive are critical.

Service excellence speaks to the capacity and effectiveness of the service delivery system in responding to the disability-related needs and citizenship goals of adults with developmental disabilities.

Performance Measures

CLBC has three performance measures that reflect its ability to provide high quality supports and services at a sustainable cost. The first measure is the *Percentage of adults and their families who feel well supported by their service providers.*

A satisfaction survey with a randomly selected sample of 1200 individuals and families receiving CLBC-funded supports and services is conducted each year. Increased satisfaction levels are a measure of service quality (as perceived by individuals and families) and of the service delivery system's capacity to enable people to achieve their personal goals and live as full citizens in their communities.

Supporting individuals and their families to make choices that help them meet their disability-related needs is a foundational piece of CLBC's approach. Research demonstrates that individualized funding and direct payments can help individuals to secure more person-centred, responsive options because the individual plays a much greater role in determining how personal needs are best met when compared to traditional approaches.

These payment mechanisms can also reduce administrative costs. The net effect is that the same, or similar supports and services, can be delivered more cost-effectively with better results.

Two performance measures that reflect these outcomes are:

- *Number of individuals and families who purchase supports and services using individualized funding*
- *Number of families who receive direct payments for adult respite*

Strategies to achieve service excellence

- Place individuals and families at the centre of decision-making
- Partner with MSD and other government bodies to help adults gain streamlined access to provincial supports and programs
- Continue to implement the Quality of Life initiative and support service providers to align their planning processes and service delivery approaches to help achieve better outcomes for those they serve
- Provide information to stakeholders to help them better understand person-centred thinking, practices and services
- Maintain contact with vulnerable adults who are unlikely, or unable, to maintain contact with CLBC
- Partner with community living stakeholders to increase the employment rate of adults

PERFORMANCE MEASURES	2011/12 Actual	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
1. Percentage of individuals and families who feel well supported by their service providers	75%	74%	76%**	78%**	80%
2. Number of individuals and families who purchase supports and services using individualized funding	314	382	440**	500**	575
3. Number of families who receive direct payments for adult respite	1,002	1,377	1,575**	1,750**	1,950

** **Service Plan targets have been adjusted.**

Targets

The 2012/13 forecast of 74% for the performance measure, *Percentage of people and families who feel well supported by their service providers*, is similar to the 75% achieved in 2011/12. However, this remains less than the previous year's 85% target. This is due to a number of factors. Most notably, when the survey was completed in December 2011 CLBC was challenged to meet growing demand, and had not been able to respond to all requests for services. Respondents' perceptions of CLBC and service delivery continue to be influenced by this situation.

CLBC has refocused its practice and will continue to work with service providers to identify strategies to achieve the targets set for this measure. Currently, accreditation, clear contractual expectations with service providers, a monitoring framework and a more streamlined and person-centred Complaints Resolution Process support efforts to provide high quality services. CLBC will also work and communicate more closely with individuals, families and service providers to help them understand service delivery issues.

Targets for this performance measure have been adjusted to better reflect CLBC's expected operating environment for the next three years. However, notwithstanding that service quality is the primary responsibility of service providers, CLBC's goal is to continue to work with service providers to achieve and maintain an eventual target of 85%. The data source for this measure is the annual satisfaction survey. Management consults external experts to ensure the survey design is appropriate and results are accurate.

Individualized funding and direct payments are important to CLBC's management of the service delivery system. The forecast for direct payments (1,377) is higher than the service plan target (1,200). This is due, in part, to CLBC's commitment to address the needs of transitioning youth. However, the forecast for individualized funding (382) is lower than expected (475). Factors influencing this situation include funding availability, awareness of the advantages these payment options provide to users, and challenges associated with converting existing services to individualized funding. In some cases, families also choose to use person-centred service delivery models, such as Microboards instead of individualized funding.

CLBC will continue to promote the use of these payment mechanisms in view of their benefits. The targets for direct funding will be increased while the targets for individualized funding will be adjusted during the course of the next three years to better reflect CLBC's expected operating environment.

Data sources for individualized funding and direct payment are the PARIS service delivery management system and CLBC's accounting systems. Regular data quality audits are conducted on key components of the PARIS service delivery management system. Accounting systems are subject to internal and external audit processes.

5.2 Goal 2 – Organizational Responsiveness

CLBC develops and funds services which help address an individual's current disability-related needs. The goal is to balance the use of funded supports and services with those that are used by all citizens. CLBC also monitors contracted services to ensure that they are delivered in an appropriate, cost effective manner.

This requires CLBC to be an employer whose staff are knowledgeable, accountable, and work effectively with local, regional and provincial partners to put innovative services in place that promote community inclusion and employment opportunities.

Flexibility and responsiveness in the face of individuals' and families' changing needs and circumstances is critical. Organizational responsiveness reflects how effectively CLBC supports community living programs and objectives.

Performance Measures

As well as funding supports and services, CLBC staff helps individuals and families determine how their needs can be met in other ways; for example, by using services that most community members do, like public transportation or recreation centres. Regardless of the outcome for individuals or families, all staff, particularly facilitators and analysts, must be able to respond to those served in timely and helpful ways.

Three performance measures that reflect CLBC's organizational responsiveness are:

- *Percentage of individuals and families who feel their concerns were listened to*
- *Percentage of individuals and families who feel their concerns were addressed in a timely manner*
- *Percentage of individuals and families who feel they were provided with useful referrals and resources*

Strategies to achieve organizational responsiveness

- Refine CLBC's delivery approach, supported by training that promotes effective facilitator / analyst collaboration
- Revise policies and practice guidelines as needed and make them widely available to staff, supported by organization-wide communication strategies
- Build community capacity by investing in community engagement initiatives and partnering with stakeholders where appropriate
- Make ongoing technology enhancements and upgrades to meet operational requirements

PERFORMANCE MEASURES	2011/12 Actual	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
1. Percentage of individuals and families who feel their concerns were listened to	70%	74%	76%**	78%**	80%
2. Percentage of individuals and families who feel their concerns were addressed in a timely manner	63%	70%	72%**	74%**	76%
3. Percentage of individuals and families who feel they were provided with useful referrals and resources	63%	68%	70%**	72%**	74%

** **Service Plan targets have been adjusted.**

Targets

The 2012/13 forecast for each performance measure was less than expected (83%; 76%; 74%, respectively). As was the case with the measure, *Percentage of individuals and families who feel well supported by their service providers*, this is a result of a combination of factors.

Individuals with developmental disabilities and family members continue to be somewhat anxious about obtaining needed supports and services at a time when CLBC has struggled to meet growing demand. This situation has had an adverse impact on how CLBC staff has been viewed. CLBC has made efforts to address this situation resulting in modest increases, and will continue to work and communicate more closely with individuals and families to help establish greater clarity and transparency about service delivery issues.

Targets for these three measures have been adjusted for the next three years to better reflect CLBC's expected operating environment. However, CLBC is committed to achieving a target of 90% for the first performance measure (*Percentage of individuals and families who feel their concerns were listened to).* As the other two measures can be influenced more by external factors such as budget availability, CLBC's longer-term target is 85% for both measures. The data source for all three performance measures is the annual satisfaction survey.

5.3 Goal 3 – Operational Efficiency

CLBC is committed to meeting the needs of individuals and their families served by ensuring as much funding as possible goes to delivering high quality, sustainable supports and services. Operational efficiency speaks to CLBC's overall effectiveness in allocating and managing its financial resources.

Performance Measures

CLBC allocated 93% of its 2012/13 budget for direct services for individuals and their families. The remaining budget funds CLBC headquarters and field operations to deliver those services across B.C. The overall efficiency of CLBC in managing the service delivery system is reflected by the performance measure, *Percentage of annual funding used for direct services*.

Residential services represent about 65% of CLBC's adult contracted service expenditures. Historically, funding has focused on 24-hour staffed group homes that support four to five individuals. While group homes will continue to be an option for individuals who require more intensive support, in the last few years people have increasingly chosen more person-centred options, such as shared living (home sharing or live-in support) or supported living (outreach support or cluster living). As of December 31, 2012, a total of 5,560 adults were served residentially; 44% in staffed residential settings and 56% in shared living settings.

In these more person-centred, individualized models where a paid caregiver plays a support role, family members, friends and neighbours often play natural support roles which enhance quality of life. Choice of these residential options is based on meeting adults' disability-related needs. A key indicator of cost effectiveness is the *Percentage of adults who choose to receive smaller, individualized living arrangements* (where no more than two people live together).

Strategies to achieve operational efficiency

- Allocate funding to the 11 Quality Service Areas based on demographic and regional factors
- Use the Guide to Support Allocation to consistently measure the level of disability-related need for individuals and apply the Catalogue of Services to ensure appropriately funded responses
- Link implementation of the contract management system to the PARIS service delivery management system to inform budget priority setting and support organizational planning and decision making to ensure cost-efficient and appropriate services at the highest standard
- Share information with individuals and families about available support and service options

- Continue to explore ways to involve new partners to leverage available financial resources to create new approaches to innovative and sustainable service delivery

PERFORMANCE MEASURES	2011/12 Actual	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
1. Percentage of annual funding used for direct service delivery	93%	93%	93%	93%	93%
2. Percentage of adults who choose to receive smaller, individualized living arrangements* **	61%	62%	62%	63%	64%

*** Some staffed residential locations serve two or less individuals and some home sharing locations serve more than two people.**

**** The wording of this performance measure has been amended to better reflect organizational intent.**

Targets

CLBC is forecasted to achieve a 93% expenditure rate on direct services in 2012/13 and is committed to achieving this rate during this three-year Service Plan. The data source for this performance measure, *Percentage of annual funding used for direct service delivery*, is CLBC's corporate accounting system, which is subject to internal and external audit processes.

In 2012/13, CLBC is expected to exceed its target of 61% for the performance measure, *Percentage of adults who choose to receive smaller, individualized living arrangements*. A baseline of 58% was established in 2009/10 for this measure. Targets will continue to reflect conservative estimates (1% each year). This will enable CLBC to continue to develop and refine the additional capacity necessary to support these more cost-effective, individualized residential services while ensuring stability for individuals already being served in more traditional residential services.

The data source for this measure is the PARIS service delivery management system; data is validated through a semi-annual confirmation with service providers of all residential services.

5.4 Benchmarking

Benchmarks help evaluate and improve performance, allowing for an objective comparison of performance to other organizations. CLBC has continued to partner in annual discussions with Directors of provincial and territorial community living service systems to explore potential mechanisms for cross-jurisdictional comparisons. However, efforts in this area have been hampered by a lack of available comparative data. This is due to such factors as:

- Jurisdictions often define services and outcomes differently
- Populations served can differ somewhat
- Funding mechanisms vary
- Differences exist between institutional and community services
- Organizational mandates and staff roles are not always directly comparable

The Quality of Life outcome measurement framework provides an opportunity to measure personal outcomes and possibly to develop national benchmarks (Alberta also uses this approach). In 2013/14, CLBC will expand use of the *My Life: Personal Outcomes Index* ™ survey to a third region (Interior), in addition to the Fraser and Vancouver Coastal regions.

This is part of a multi-year implementation plan to measure quality of life outcomes for adults across the province that access CLBC-funded supports and services. Data will be used by service providers to enhance their continuous quality improvement strategies, and by CLBC to inform its policy and practice direction.

6. Summary Financial Outlook

The table below provides the actual revenue and expenses for 2011/12, the current forecast for 2012/13, and the budget and plans for the years 2013/14 to 2015/16 based on the noted budget assumptions.

Statement of Operations

$ millions	2011/12 Actual	2012/13 Budget	2012/13 Forecast	2013/14 Budget	2014/15 Plan	2015/16 Plan
Revenue						
Operating Contributions from the Province[1]	687.5	730.1	730.1	739.3	747.2	747.7
Cost Sharing Agreements with Health Authorities	12.5	13.0	13.0	13.0	13.0	13.0
Interest and Other Income	1.2	1.2	1.2	1.2	1.2	1.2
Amortization of Capital Grants	2.6	3.8	3.1	3.2	3.5	3.8
Total Revenue	703.8	748.1	747.4	756.7	764.9	765.7
Expenses						
Contracted Services						
Developmental Disabilities Program	643.8	678.5	681.2	688.2	694.8	695.4
Personalized Supports Initiative	6.0	10.0	10.2	9.6	9.6	9.6
Provincial Services	4.7	4.7	4.6	4.7	4.7	4.7
Regional Operations and Administration	46.2	50.8	48.0	50.8	52.2	52.2
Amortization of Tangible Capital Assets	3.1	4.1	3.4	3.4	3.6	3.8
Total Expenses	703.8	748.1	747.4	756.7	764.9	765.7
Annual Surplus/ (Deficit)	-	-	-	-	-	-
Accumulated Surplus	3.7	3.8	3.7	3.7	3.7	3.7
Total Debt	0.2	0.1	0.1	-	-	-
Capital Expenditures	3.8	3.5	3.8	3.5	3.6	3.1

Note 1 Operating Contributions from the Province exclude contributions restricted for capital purposes

6.1 Contributions from the Province

The Provincial Government provides contributions to CLBC through transfers under a Voted Appropriation within MSD. These transfers will be increasing by up to $10 million in each of 2013/14 and 2014/15 to continue addressing youth transition and employment initiatives. In addition to the Voted Appropriation, another $12 million that was made available through access to contingencies in 2012/13 to address caseload growth will remain in place for 2013/14 through 2015/16.

Contributions received from the Province consist of amounts supporting operating expenditures and amounts restricted for funding capital expenditures. The operating contributions received from the Province for the Personalized Supports Initiative are restricted for that purpose and are deferred on receipt and brought into income as the related expenditures are incurred.

6.4 Provincial Services

In addition to contracted services, CLBC also operates the Provincial Assessment Centre and oversees other small centralized programs.

6.5 Budget Assumptions

The number of eligible individuals who are registered with CLBC for services under the Developmental Disabilities program will increase by 4.9% in 2013/14, 4.7% in 2014/15 and 4.4% in 2015/16.

The Personalized Supports Initiative will continue to see steady caseload growth of over 170 individuals per year.

No provision has been made for other inflationary impacts on either income or expenditures.

7. Capital Plan and Major Capital Projects

Capital expenditures are funded by contributions from the Ministry of Social Development which are deferred capital contributions. They are amortized to income over the life of the related asset and expenditures include information system investments, furniture, leasehold improvements and vehicles.

In addition, government will fund CLBC's building and property requirements for projects which are approved by the Province.

CLBC will apply for such approvals when necessary in accordance with the process as determined by the Provincial Government.

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